



Trends

“Menu For Discussion”



- Mission Planning
- Aviation Maintenance
- Risk Management
- A2C2
- Rehearsals
- CP Operations
- LNO Operations
- Unit/TF Integration
- Gunnery
- Perimeter Security
- NBC Operations
- FARP Upload
- LOGPAC Operations
- TACSOP
- Troop Leading Procedures



Trends

Mission Planning

OBSERVATION: Incomplete Mission Planning Results in Inadequate Task Force Plans

- Commander involvement is minimal
- Minimal staff integration:
 - S2: Intel does not drive maneuver
 - S3: Develops COA in a vacuum
 - FSO: Participates late in the process
 - S1/S4/HHC/FARP/ASO: Not involved in the process at all
- Lack of running staff estimates; Initial Estimate = Final Estimate
- Wargaming is often omitted from the process
- Staffs are unable to conduct MDMP in a time-constrained environment
- WARNOs not issued, causing subordinate units to plan in a vacuum

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Trends

Mission Planning



RECOMMENDATION: Conduct Mission Planning IAW FM 101-5

Commanders must provide clear guidance following mission analysis

- Train staff to conduct complete MDMP for all mission planning:
 - Quarterly staff drills to build proficiency at home station include the commander
 - Wargame with an uncooperative enemy--XO officiates
 - Execute all steps of the process despite time-constrained environment at home station
- Have standard briefing products which do not change (Plans SOP)

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Trends

Aviation Maintenance



OBSERVATION: Aviation Task Forces Cannot Generate Sufficient Combat Power

- Leaders not familiar with operational requirements for combat power
- Not enough spare parts of the right type deployed to desert environment (rotor blades, windshields, electronics, etc.)
- No formal link to BSA/DSA to expedite parts requests and transportation requirements
- Units develop Preventative Maint. Program *after* deployment

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Aviation Maintenance



RECOMMENDATION: Build an Effective Maintenance Package Prior to Deployment

- Clearly define combat power in terms of aircraft systems
- Deploy with parts package tailored to the operational theater
- Coordinate with LARs prior to deployment for preventative maint. measures based on the theater environmental conditions
- Establish LNOs at the BSA and DSA to expedite parts flow
- Leaders enforce post-flights accomplished to standard

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Trends

Risk Management



OBSERVATION: Units Do Not Fully Understand the Risk Management Process IAW FM 100-14

- Units do not identify tactical risks associated with the mission.
- Tactical controls are not implemented as planned
- Units do not conduct AAR's to see if Risk Assessment controls are effective.
- Safety Officer conducts risk management without input from the staff.



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Risk Management



RECOMMENDATION: Integrate the Five-step Risk Management Process IAW FM100-14 Into the Planning, Preparation and Execution of Every Mission

- Identify hazards and tactical risks through IPB refinement at every echelon down to individual crew level
- Ensure the staff and commanders understand how to implement tactical controls. SEAD planning, Terrain Analysis, use of ASE
- Conduct post-mission assessments of controls and adjust for future missions based on feedback received from the aircrews



Trends A2C2



OBSERVATION: Aviation Maneuver and A2C2 Control Measures are not Synchronized with the Ground Maneuver Plan

- Separately planned aviation control measures lead to impaired situational awareness, division of effort and possible fratricide
- Aircrew members execute missions with incomplete BCT maneuver graphics, friendly obstacle plan graphics, fire support plan graphics, and enemy disposition graphics
- Fire Distribution plans are not integrated to maximize air/ground effectiveness in mutually supported Engagement Areas
- Company Level Leaders and Battalion Level Staff



Trends A2C2



RECOMMENDATION: Integrate Aviation into the Ground Tactical Planning Process

- Conduct combined air/ground OPDs at home station on airspace coordination and ACO planning procedures
- Integrate aviation planners, LNO's and leaders into BCT/BN MDMP process and rehearsals for combined air/ground opns.
- Leaders conduct PCI's to ensure aircrews have all BCT graphics, control measures and an understanding of the BCT scheme of maneuver.
- **Coordinate planning for Surface Danger Zone (SDZ) deconfliction**

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Trends Rehearsals



OBSERVATION: Units Do Not Conduct Effective Mission Rehearsals

- Poorly constructed terrain model does not adequately portray the battlefield
 - Often the XO does not drive the rehearsal with use of execution matrix
 - Often treated as unit-by-unit backbrief to the Commander
 - No movement on terrain model in conjunction with other units
 - No discussion of contingencies
 - No reference to ground forces or their schemes of maneuver
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Trends Rehearsals



RECOMMENDATION: Conduct Detailed Rehearsals to Ensure Complete Understanding Among All Subordinate Elements

- Deploy with an adequate terrain model rehearsal kit
- Construct terrain model with key terrain large enough to walk unit through all phases of the mission
- Array key players on the terrain model prior to rehearsing key events--"set for combat"
- XO drives the rehearsal--calls out key times or events; enforces timeline in accordance with the execution matrix

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Trends Rehearsals



RECOMMENDATION: Conduct Detailed Rehearsals to Ensure Complete Understanding Among All Subordinate Elements

- Ground TF reps move to portray ground scheme of maneuver, even when not directly linked with the aviation fight
- Discuss critical events with action-reaction-counteraction; include branches, sequels, contingencies and communications



Trends CP Operations



OBSERVATION: Aviation Companies do not operate effective Command Posts

- Command post is not adequately manned by key leaders and a trained CP OIC/NCOIC
- Critical information is not recorded and passed to subsequent shifts
- Current friendly and enemy situation battle tracking not conducted
- Fighter management cycles are not tracked in detail, enforced, and accurately communicated to higher headquarters
- Company planning timelines are not posted to synchronize the junior leaders and planning cells toward the Commander's endstate

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Trends CP Operations



RECOMMENDATION: Organize CPs to effectively manage and track information

- Experienced pilots and platoon leaders must be trained and held responsible for information management in the CP
- Critical mission information must be analyzed and selectively recorded within the Staff Duty Journal Log or posted (RFIs, CCIRs, Critical Events)
- Conduct shift change briefs to pass information
- Track friendly and enemy situation. Post accurately on situation maps (Enemy/Friendly Sit, Obstacles, MCOO, ADA, CSS)
- Clearly post fighter management cycles within



Trends LNO Operations



OBSERVATION: LNOs not adequately trained or qualified to conduct LNO operations at NTC

- Units normally send junior/inexperienced officers to NTC as LNOs
- LNO doesn't understand responsibilities or job requirements
- Key mission products not delivered to unit in a timely fashion.
- Delays in information flow hinder the ability to parallel plan
- Brigades lack understanding capabilities/limitations of subordinate battalions (i.e.. crew rest, maintenance requirements, and employment considerations)
- Inaccurate information (mission products: OPORDS, **TRAIN THE FORCE**)



Trends

LNO Operations



RECOMMENDATION: Ensure LNOs are adequately trained, experienced aviators who have previous experience working with maneuver Brigades

- **Ensure LNO has adequate time to train with maneuver brigades prior to deployment**
- **Involve LNO in MDMP to ensure capabilities and limitations are brought out early in the planning process**
- **Ensure LNO has a working knowledge of battalion and brigade TACSOPs and TTPs**
- **Ensure LNO has adequate abilities to battle track and communicate with brigade and battalions**
- **Early involvement in planning process will ensure products are delivered to battalions in a timely and accurate fashion**

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Trends

Unit/TF Integration



OBSERVATION: Attached and OPCON aviation units arrive and operate at the National Training Center without sufficient support or integration

- Separate companies and teams underutilized for tactical and logistics support.
- LNOs are not prepared for combat (vehicle, supplies, commo)
- Avn units and LNOs are not familiar with the higher HQs TACSOP
- Separate Aviation unit TOE equipment communication architecture is ineffective and insufficient
- Air Force weather personnel not present on the battlefield or not “living” with the aviation unit
- Separate aviation units (Medevacs/CH-47s) deploy

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Trends

Unit/TF Integration



RECOMMENDATION: Aviation units must be fully supported by and integrated into the higher headquarters

- **Commanders identify and fill aviation logistical and tactical support requirements prior to deployment (i.e. Air Force Weather, Transportation, Maintenance, Commo and Life Support)**
- **All aviation units should participate in higher headquarters deployment IPRs (commanders or their representatives and UMOs)**
- **All slice and/or separate aviation units must be familiar with higher headquarter's SOPs and TACSOPs**
- **Higher headquarters must understand the**

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Trends Gunnery



OBSERVATION: Gunnery Statistics Are Well Below Advertised PH for HELLFIRE missiles

- About 60% actual hit rate versus 90% advertised
- Out-front and internal boresights often not conducted to standard
- Poor crew coordination
- Weak switchology and application of TADS/FLIR/TIS system capability
- Poor Target ID--Trees and rocks engaged, fratricide incidents
- Crews slow to recognize conditions conducive to backscatter

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Trends Gunnery



RECOMMENDATION: Increase Training on Basic Gunnery Skills at Home Station

- **Make it SOP to boresight prior to every flight, despite the msn**
- **Conduct quarterly *evaluated* Table V HGST to keep crews proficient on the gunnery basics**
- **Conduct annual Table XII LFXs as part of company EXEVALs**
- **Develop program to evaluate crews in the CMS or review of AVTR footage--emphasize the effects of backscatter and laser obscurants**

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Trends

Perimeter Security



OBSERVATION: Aviation Units Do Not Establish Adequate Security of Their TAA

- Soldiers not familiar with TACSOP/TACSOP not followed
- Priorities of work not followed
- Positions not improved daily and positions offer no protection
- No established battle drills for: response to ground attack, indirect fire, or civilians on the battle field
- Rehearsals not conducted (ground attack, casevac etc...)
- No single point of contact for defensive posture and perimeter

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Trends

Perimeter Security



RECOMMENDATION: Commanders Must emphasize Priorities of Work and Secure The Perimeter IAW the Unit's SOP

- Enforce priorities of work - Establish interlocking fire before fighting position improvement
- Conduct rehearsals (ground attack, casevac, COB, QRF etc...)
- Requisition/use Class IV materials - barriers, cover, sand bags, limit stakes, concertina wire, etc...)
- Enforce a daily sustainment plan. Validate perimeter fratricide risk assessment daily
- Establish clear C2 with triggers for QRF employment - rehearse both day and night
- Establish one POC with the responsibility to report the perimeter defensive posture daily to the

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Trends NBC Operations



OBSERVATION: Units Are Unprepared For Operations in Chemical Environment

- Chemical detection equipment shortages identified after deployment
- Chemical detection equipment not properly checked, employed, or maintained
- No established battle drills for response to chemical threat
- Soldiers unfamiliar with chemical detection and analysis equipment
- Chemical hardening is rarely accomplished
- Chemical Casualty Collection Points are rarely designated
- Units are unprepared to conduct decontamination

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Trends NBC Operations



RECOMMENDATION: Train Common/Collective NBC Tasks and PCI Equipment

- Include chemical events during all home station FTXs and validate battle drills (initial actions, C2, Chem hardening, NCO checks, CASEVAC, Chemical analysis, decon, unmasking)
- Establish and train NBC decon teams prior to deployment
- NCOs must check soldiers and enforce buddy checks
- Establish a sustainment plan that includes chemical equipment.

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Trends

FARP Upload



OBSERVATION: FARP Upload and Refuel Time Causes Delay in Helicopter Turn Around Time To Execute Mission

- Soldier's unfamiliar with team operations when working with other MOS's (68s, 77Fs, and 55Bs)
- Pad layout, equipment and personnel are disorganized and FARP personnel are not aware of current air mission timelines.
- Soldiers unprepared to receive aircraft and unable to establish day/night team cycle
- Pilots not aware of FARP layout. Maintenance pad, refuel pads, and arrival, departure, and holding areas
- No PCC/PCI prior to Jump FARP departure results

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Trends

FARP Upload



RECOMMENDATION: Include a detailed FARP Battle Drill in TACSOP, Conduct rehearsals and maintain commo with higher.

- **Create FARP pad upload and refuel drills. During all unit FTX's, ensure all FARP personnel train together and validate these written SOPs.**
- **Utilize pad chief concept to organize refuel/rearm operations**
- **Ensure a FARP sketch is completed and a refuel/upload rehearsal is conducted before missions**
- **Ensure all Jump FARPs maintain communications 24/7 and are briefed on all current missions**

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Trends TACSOP



OBSERVATION: Soldiers unfamiliar with TACSOP.
TACSOP not used.

- TACSOP not designed for Task Force operations / use with attachments
- TACSOP not available for NCOs or attachments
- TACSOP too large to facilitate use as quick reference guide
- Unit not trained at home station on TACSOP standards
- Medical operations not included in TACSOP
- Battle drills not established for quick response collective tasks (Respond to: Ground threat, Chemical threat, Civilians on the battlefield)

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Trends TACSOP



RECOMMENDATION: Review Update & Disseminate TACSOP

- Review TACSOP and revise as required to align with current deployment operations
- Create a ground battle book (tactical displacement, force protection, TAA sustainment) pocket-sized for ease of use
- Validate the TACSOP by enforcing TACSOP standards during all FTX's
- Ensure all soldiers and attachments have access to the unit.

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Trends

LOGPAC Operations



OBSERVATION: Poor CSS Coordination and Tracking

- No CSS coordination with higher to affect resupply, i.e. CLI, III, V
- No CSS rehearsal conducted at TF level
- S4 not tracking expenditures or forecasting CLI, III, V
- S4 not tracking maintenance of combat equipment or establishing maintenance priorities
- S4 does not seek command emphasis in order to receive appropriate amounts of individual CLI, III, IV, & V resulting in the unit going “black” and having to request emergency resupply

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Trends

LOGPAC Operations



RECOMMENDATION: Revise the TACSOP & establish a system to better track the classes of supply

- Establish a CSS LNO to ensure proper coordination and timely pushes of supply
- Revise TACSOP to reflect a “No lower than” limit on all classes of supplies
- Establish tracking charts for current maintenance statuses of equipment and classes of supplies with 24/48 hour forecasts
- Brief and rehearse how resupply will occur using the five “Ws” technique
- Do not wait for pushes to occur from the BSA - Be

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Trends

Troop Leading Procedures



OBSERVATION: Unit Leaders Do Not Follow TLPs Resulting in minimal detailed planning and late execution

- TLPs are often not practiced IAW FM 7-20 or FM 17-95
- Basic warning orders not issued at all levels.
- Higher HQs uses two-thirds available time for planning and issuing OPORD, leaving subordinate units only one-third of available time to plan, prepare and rehearse.
- Commanders at Company level do not develop detailed timelines for mission planning preparation and execution.
- Improper types of rehearsals selected for time and



Trends

Troop Leading Procedures



RECOMMENDATION: Utilize Troop Leading Procedures for all Planning, Prep and Execution

- Issue WARNORDS IAW FM 101-5, FM 7-20 and FM 17-95 to subordinate units which facilitates parallel planning at the company and platoon level
- Develop timeline in WARNO 1 that ensures that 1/3, 2/3 rule is followed
- Commanders must generate detailed planning, prep and execution timelines addressing all steps of the TLPs.
- All soldiers conduct PCCs; Leaders conduct PCIs
- Select the proper rehearsal for the time and assets available (i.e.: minimal time = Map or backbrief, Maximum time = Full Force Terrain Board)

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Summary

The background of the slide features two AH-64 Apache helicopters in flight. The top helicopter is larger and more prominent, shown from a side-on perspective. Below it, a second, smaller Apache helicopter is visible, also in flight. The sky is a clear, light blue, and the overall image has a slightly grainy, high-contrast appearance.

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- **We Want You to Succeed, Learn, and**
- **We Are Willing to Help**

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